



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE, VIRGINIA 23651-1047

ATCS-E

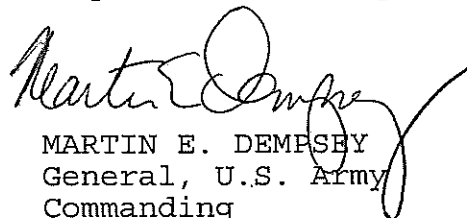
02 MAR 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 7, Anti-Harassment

1. Reference EEO Commission Management Directive 715, Equal Employment Opportunity, 1 Oct 03.
2. I am strongly committed to ensuring no form of workplace harassment exists within TRADOC. Harassment, which undermines the integrity of employment relationships and hinders work productivity, will not be tolerated.
3. Workplace and discriminatory harassment impacts TRADOC's most valuable resource - our people. Employees cannot perform at their best while being harassed by others. Engaging in deliberate workplace or discriminatory harassment is prohibited behavior within TRADOC and is subject to disciplinary action.
4. The enclosure establishes procedures for dealing with all allegations of harassment. Individuals who believe they are victims of harassment, from a supervisor or coworker, should immediately report the misconduct to an appropriate management official.
5. As we strive to accomplish our mission and maintain the public's trust, we must carry out our responsibility to maintain the highest standards of honesty, integrity, and respect. I expect every manager, supervisor, and employee to share this important responsibility with me and treat any form of harassment as a serious issue, eliminating it expeditiously.
6. This policy is effective for 2 years from the published date.

Encl


MARTIN E. DEMPSEY
General, U.S. Army
Commanding

DISTRIBUTION:
Commander
U.S. Army Accessions Command
U.S. Army Combined Arms Center
(CONT)

ATCS-E

SUBJECT: TRADOC Policy Letter 7, Anti-Harassment

DISTRIBUTION: (CONT)

U.S. Army Combined Arms Support Command

Commandants, TRADOC Schools

Director

Army Capabilities Integration Center

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Deputy Chiefs of General and Chiefs of Special Staff Offices,
HQ TRADOC

TRADOC PROCEDURES FOR DEALING WITH HARASSMENT

1. Policy: TRADOC will not tolerate any harassment based on sex, race, color, religion, national origin, age, disability, or engaging in protected activity (reporting or opposing discrimination) in the workplace. This prohibition covers harassment by anyone in the workplace, to include supervisors, coworkers, contractors, and nonemployees.

2. Types of Harassment:

a. Discriminatory harassment is based on race, age, national origin, religion, gender, and mental or physical disability.

b. Sexual harassment is a form of sex or gender discrimination and one of the most prevalent forms of workplace harassment. It exists in two forms:

(1) The first involves a tangible employment benefit (quid pro quo) where a supervisor or manager withholds an employment benefit or gives one in return for sexual favors. A tangible employment benefit requires a change in employment status and can include, but is not limited to, hiring, firing, failing to promote, or reassigning an employee to an undesirable location.

(2) The second form establishes a hostile work environment. The behavior must be either implicitly or explicitly sexual in nature, unwelcome, and severe or pervasive enough to create a hostile work environment.

c. Retaliatory harassment usually occurs when an employee engages in a protected activity such as filing an Equal Employment Opportunity (EEO) complaint or providing testimony in an EEO case. The most common basis for a finding of discrimination is retaliation. Supervisors must be sensitive to how their actions will be perceived by both the employee engaging in the protected activity and the employee's coworkers. Employees who engage in any protected activity must be free from any type of retaliation.

3. Responsibilities:

a. Employees: Report all instances of harassment through their chain of command before it becomes severe or pervasive.

b. Supervisors/Managers: Encourage employees to report harassing conduct as soon as it occurs. Protect the confidentiality of the individual(s) alleging harassment to every extent possible. Investigate all allegations of harassment and take appropriate action based on the results of

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an inquiry. Ensure follow-up to prevent further harassment or reprisal action.

4. Guidelines for Investigating Complaints: When an allegation of harassment is brought to the attention of a management official, the following actions will take place:

a. Evaluate the substance of the allegation(s) and refer to the appropriate agency or appoint an impartial person outside the employee's office to examine the allegation(s) immediately. The designated person must have the ability to interview and evaluate witnesses and determine their credibility.

b. At a minimum, interview the employee(s) and alleged harasser(s) to obtain relevant facts. Third parties who could reasonably be expected to have relevant information should also be interviewed.

c. A report will be provided to the appropriate management official for action as appropriate.

d. If the allegation is deliberate, substantiated, and/or found to violate policy or law, immediate and appropriate corrective action must be taken. Appropriate actions might include discipline, training, and counseling; monitoring the harasser(s) to stop the harassment and prevent its recurrence; apologies by the harasser; and restoration of leave or correction of any other harm the harassment caused to correct its effects. Consult your servicing labor counselor and civilian personnel advisory center specialist immediately for assistance in determining a course of action.

e. Lastly, the employee will be apprised of the outcome of the investigation in general terms (for example, we found there was discriminatory harassment due to your age and appropriate action has been taken).